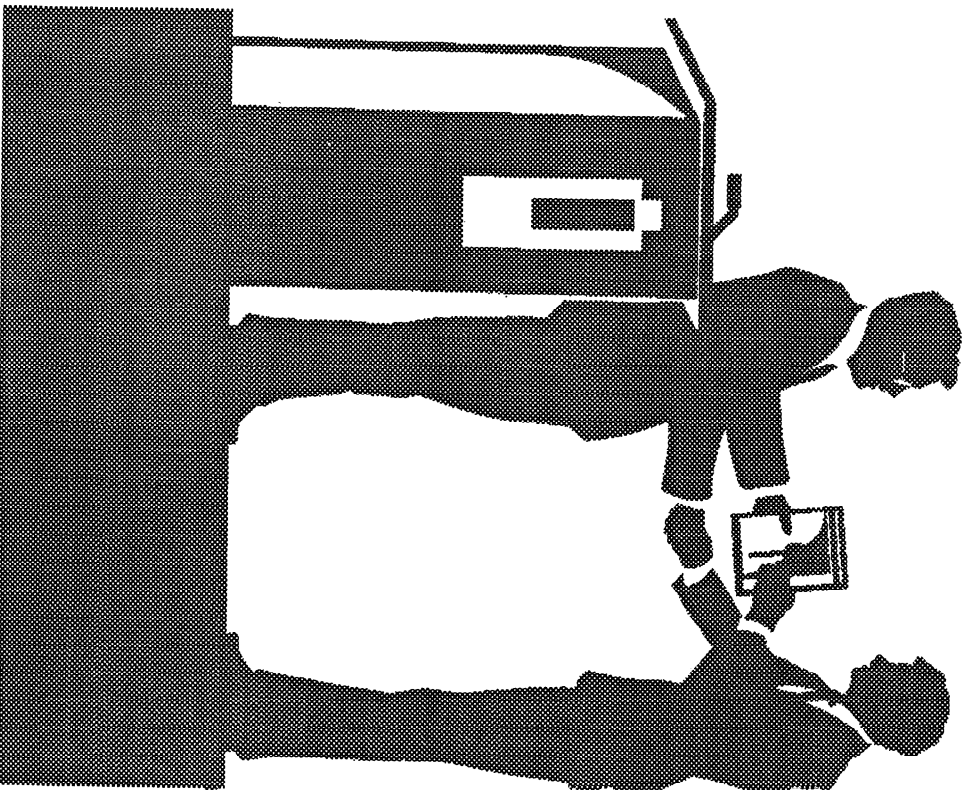




United States
Coast Guard
Department of
Transportation

Rewards and Recognition Handbook



U.S. Department
of Transportation

United States
Coast Guard



Commandant
United States Coast Guard

2100 Second St. S.W.
Washington, DC 20593-0001
Staff Symbol: G-PMP-4
Phone: (202) 267-2253

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Subj: COAST GUARD REWARDS AND RECOGNITION HANDBOOK

1. PURPOSE. This publication was written to familiarize all Coast Guard personnel, military, active duty and Reserve, civilian, and Auxiliary with the Coast Guard rewards and recognition system and aggressively seek recognition opportunities for their subordinates.
2. ACTION. Area and district commanders; commanders of maintenance and logistics commands; and commanding officers of headquarters units shall ensure their unit commanders are aware of the contents of this publication.
3. DISCUSSION. One guiding principle in the vision for the Coast Guard is that everyone must demonstrate leadership in their day-to-day performance. A key goal in meeting the challenges ahead is to establish a leadership and work environment that enables all Coast Guard people to reach their maximum potential. Appropriate rewards and recognition for our people is a most important leadership responsibility. All of us must strive to make rewards and recognition a hallmark of our Service.

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NON-STANDARD DISTRIBUTION:

4. PROCEDURES. This publication is a "ready-reference guide" for day-to-day, informal, and formal recognition. It is intended to augment the Medals and Awards Manual, COMDTINST M1650.25 (series), the Civilian Awards Manual, COMDTINST M21451.1 (series), and the Auxiliary Manual, COMDTINST M16709.1 (series). It should be kept handy in the workplace and referred to often.



ROBERT E. KRAHEK
Admiral, U.S. Coast Guard
Commandant



THE COMMANDANT OF THE UNITED STATES COAST GUARD
WASHINGTON, D.C. 20593-0001

JUN 9 1995

To All Coast Guard Leaders,

In my very first message as Commandant, I shared my vision for the Coast Guard. One of the guiding principles is that every one of us must demonstrate leadership in our day-to-day lives and performance of duties.

The first of my eight goals, critical to meeting the challenges ahead, is to provide the leadership and working environment that enables all of our people to reach their maximum potential. Appropriate rewards and recognition of our people is one of our most important leadership responsibilities.

I charge each of you, active duty military, civilian, Reserve, and Auxiliary, to become thoroughly familiar with our rewards and recognition system and aggressively seek recognition opportunities for your subordinates. This handbook was written with this in mind. Keep it handy in your workplace and refer to it often. It provides us guidance on the full range of day-to-day, informal, and formal forms of rewards and recognition.

I am relying on all of you to make rewards and recognition a hallmark of our Service.

Sincerely,

R.E. Kramek

ROBERT E. KRAHEK
Admiral, U.S. Coast Guard
Commandant

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The Rewards and Recognition Handbook

Scenario

Does this sound familiar?

“Every morning, rain or shine, summer or winter, I get up and fight the traffic to get to work on time. My workplace is cramped and dark -- hot in summer and cold in winter -- and the nearest window is 75 feet, four walls and two offices away -- and it belongs to the boss.

“I get to work early and stay late because there are never enough people to do the job and there is never enough time for me to get everything done. Budgets for necessities are constantly being cut and when my first level supervisor quit to take a better job, I got her work too.

“The work I do is always ‘fixed’ or ‘changed’ or ‘improved’ by people who don’t really have a clue about the details of what we are trying to do and then I get stuck with trying to find a way to fix the damage they have done without making it obvious that they messed everything up. A simple “thank you” comes so seldom that I can still remember both of them, and a public pat on the back in front of my peers is unheard of. It is easier to find a contented spotted owl in a Pacific Northwest lumberman’s camp than it is to get a day off as a thank you for all the hard work.

“My supervisor’s boss was reassigned and got a big medal upon departure. The admiral gave a nice speech in front of the whole office, praising my supervisor for all the things I had done. Then, when my enlistment was up and I decided to get out, all those same people who took me for granted for 3 years, acted surprised. Somebody just doesn’t get it -- I don’t think it is me.”

Introduction

Unfortunately, pieces or parts of this scenario are all too common in the work place today . . . including our Coast Guard workplace. We are not immune from the same debilitating practices and the same conflicting requirements which result in situations like the one just described. Whether our workplace is in the cockpit of a helicopter over the Channel Islands, aboard an Auxiliary facility assigned to an environmental survey off the coast of New Jersey, or buried in paperwork in a military payroll office in Topeka, Kansas -- deadlines, frustrations, and mission requirements take up the time we should be using to acknowledge and recognize one another -- our subordinates, our peers, and even our supervisors.

The Rewards and Recognition Handbook (Continued)

Introduction (Continued)

The people we work with are all good people, or they wouldn't be part of our Coast Guard team. They are not intentionally insensitive or purposely trying to make life difficult. But all too often, the situations described on the previous page, are exactly what happens despite our best intentions. We (all of us -- from leading seaman to reserve group commander to admiral's secretary) get caught up in the tasks at hand, coping with the frustrations and interferences which come at us from all directions and which keep us from accomplishing our mission.

We must be committed to changing our way of thinking, to improving the way we act (and interact) with one another, and to change the way we recognize and reward the people who are giving the job their best shot. This handbook is one step in that direction.

QAT

The Commandant chartered a Quality Action Team (**QAT**) in May of 1991 to study and analyze the Coast Guard's rewards and recognitions system and the attitudes and opinions regarding recognition held by **you** -- Reserves and civilian employees, retirees, and members of the Auxiliary, dependents and those of us on active duty -- the entire collection of those people who make up our Coast Guard family.

The team looked at both the formal awards system, which results in medals and on-the-spot cash presentations, and the informal recognition system, which results in the "way to go" in **front** of the crew, the special parking place for a month and maybe a couple days off for a job well done.

Findings

The QAT learned the following:

- ◆ That 65% of us are dissatisfied with the present recognition system.
- ◆ That 86% of us say that we have never received any training on rewards and recognition.
- ◆ That 91% of us are convinced that MEANINGFUL recognition will result in significant improvement to morale, improvement of our attitudes towards our jobs, and will lead to a higher quality product no matter what our job happens to be.

The Rewards and Recognition Handbook (Continued)

Findings (Continued)

- ◆ That as much as 25% of our Coast Guard family thinks that their work doesn't really matter to the Coast Guard.
 - ◆ That 48% of our people rarely (if ever) receive any positive recognition **from** their supervisors.
-

Improvement Process

To correct that situation, the QAT made 15 significant recommendations, one of which was to develop and deliver training on formal and informal rewards and recognition systems within the Coast Guard. The handbook you have in your hands is one step in that process.

Leadership Study

In 1993, the Office of Personnel and Training chartered a **Leadership Study Group** to develop a Coast Guard Leadership Program from initial entry to retirement for all of our workforces, military and civilian. The Group identified the Rewards and Recognition system as part of the leadership program core elements.

How to Use

It is important for each of us to realize that simply having this handbook prominently displayed on our desk won't solve anything. In order for this to be a significant document in the workplace, this handbook needs to be read, reread, and used on a regular basis. The ideas contained herein must become a regular way of doing business, not simply a one-time, token effort in order to comply with a new requirement.

- ◆ Whenever we begin to feel satisfied or complacent about how well things are going in the workplace, alarm bells should be ringing. And, when the alarm bells go off, the first thing we should reach for is this handbook.
 - ◆ When everything seems to be going well is the best time to review the section on day-to-day recognition practices. Are we still acknowledging our people or are we again taking them for granted? Why was that yeoman in the PRU -- Miller or Marshall or something like that -- so adamant about where we could put this job? Said he was getting out. I wonder why???
 - ◆ Before morale begins to deteriorate is the time when we should be reviewing the section on informal recognition. Did we ever finish that certificate of appreciation we intended to present to the flotilla staff officer who engineered a 63% increase in the number of adults successfully passing the Auxiliary's safe boating classes?
-

The Rewards and Recognition Handbook (Continued)

Findings (Continued)

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-

Day-to-Day Recognition

Purpose	<p>Perhaps the most powerful “tool” that managers and leaders have in their “motivational tool bag” is day-to-day recognition. It makes people feel good about themselves and their performance. It lets people know they are appreciated, that their work is important, and that others notice what they do.</p> <p>People need day-to-day recognition to perform at consistently high levels. Although they can perform well without it, they probably won’t want to. Day-to-day recognition motivates people and meets an important human need. A “thank you” or other sign of appreciation leads to an increase in morale, improves the quality of the work environment, and improves accountability. Surveys have shown that a simple letter of appreciation from a boss is valued more than something more extravagant, such as a luncheon.</p>
What Is It	<p>Day-to-day recognition is simply positive feedback, the verbal or written recognition that goes directly from one person to another. It can be as simple as saying “thank you” to someone you work with, or writing short notes that tell people that you recognize the value of their contributions. Even a smile and a “good morning” greeting to an employee is an acknowledging form of positive feedback.</p>
Value	<p>As documented in numerous studies, nothing is more important to a high performing organization than positive feedback. This is especially true in the Coast Guard, where our salaries, military and civilian, are not a major contribution to job satisfaction. Our people believe that their job satisfaction depends on acknowledgment of work performances. The typical Coast Guard members, military or civilian, are highly interested in their work and take satisfaction in their achievements.</p>
Who Should Receive	<p>Positive feedback is appreciated by people at every level of the Coast Guard. Often we feel that self-assured, take-charge leaders are “self-motivated” and do not need to have someone say “good job.” This couldn’t be farther from the truth. All personnel in the organization need positive feedback, whether they are the Commandant or a non-rate in the field. Wherever you are, you still want and need positive feedback. It needs to go up, down, across, and in all directions in the Coast Guard. It must be an important part of the culture.</p>

Day-to-Day Recognition (Continued)

Essential Elements

The high value of day-to-day recognition is enhanced by its immediacy. Employees throughout the United States reveal that the type of award most preferred was personalized, spur-of-the-moment recognition from their direct supervisor. Employees at all levels say that they want specific, individual recognition for a job well done. This people-oriented approach focuses on individual, not organizational, attention. This is the core of positive feedback. You have to catch people in the act of doing a good job and acknowledge them individually and specifically for a job well done. Day-to-day recognition is also the best way to honor people who are uncomfortable with the public display that accompanies formal or group recognition.

Leadership Skill

Providing specific, immediate, spontaneous feedback **from** one person to another sounds easy, but it isn't. Of the three types of recognition (formal, informal, and day-to-day), positive feedback is the most difficult type to successfully implement and sustain. It requires a high level of interpersonal skill, commitment to an ongoing, systematic approach, and the ability to recognize and overcome unconscious personal barriers in both giving and receiving. Telling someone that you like what they did is not easy for most of us. Saying it the right way can be difficult, too. We must work hard to gain this skill as both current and future leaders in the Coast Guard.

How to Give

The seven-step procedure developed by Ken Blanchard (***The One-Minute Manager***) for praising someone properly is:

- 4 Tell the person that you intend to praise him or her.
 - 4 Give praise as soon as possible.
 - 4 Tell people specifically what they did that was outstanding.
 - 4 Tell people how good you feel about what they did, and how it helped you, their coworkers, and the organization.
 - 4 After you've praised someone, pause and let the message sink in.
 - 4 Encourage the person to repeat the performance.
 - 4 End the encounter with a smile and, possibly, a handshake.
-

Day-to-day Recognition (Continued)

Additional Pointers

A few other pointers that may help to get your message across:

- 4 Choose the right time and place. Often your best bet is to have the conversation in private, one-on-one. Save a public display for the formal awards. However, don't neglect the power of positive feedback to a specific individual in a group setting.
 - 4 Make eye contact with the person you are complimenting. You want to make people comfortable, and you want to convey your sincerity.
 - 4 If appropriate, use the person's first name--it's more friendly.
 - 4 Keep it short and simple. Say it your own way. Positive feedback does not require a lot of flowery language or any explanation. It is meant to personally convey the message, "You did a great job, and I want you to know that I appreciate it."
-

Positive Feedback

When to Give

People should be given positive feedback whenever their work meets or exceeds expectations, as well as for small, incremental gains. Although that's not always possible, if you are aware and committed to the process, you can learn to regularly give others the positive feedback they deserve. This is a learning process, and you'll improve with practice. Trust and credibility are established through effective practice.

Barriers

Many of the characteristics that have helped us up the ladder of success in the Coast Guard are not the same ones needed to be adept at providing positive feedback. Based on past experience, we've all formed opinions about work, relationships, and expectations. Some **of** these incorrect attitudes that are common barriers to positive feedback are:

- 4 I have not received positive feedback in my career; therefore, others don't need it.
-

*

Positive Feedback (Continued)

Barriers (Continued)

- ◆ Positive feedback will foster complacency in my subordinates.
- ◆ A certain level of performance is part of the job--we're already paying for it.

Positive feedback, like other forms of recognition, is more than a way to make everyone feel good. It is meant to acknowledge good performance. Given consistently and sincerely, it encourages, reinforces, and motivates people to achieve constant top performance. Ultimately, it can improve performance across the board. It is at the very heart of good leadership.

Pitfalls

When giving positive feedback, there are specific pitfalls which you should avoid.

- ◆ Giving mixed messages: If the feedback is delivered ineffectively, the message is undermined or destroyed. Giving mixed messages -- mixing negative and positive -- is a common problem. "You did a wonderful job, but..." The recipient will only remember the negative response, even if we finish up on a positive note. Also, using the positive feedback as a lead-in to another subject can be seen as manipulating the recipient into working harder or taking on a disagreeable job. Keep the mixed messages out -- they undermine trust and are worse than nothing at all.
 - ◆ A reprimand carries much more impact than a compliment: A rule of thumb is that for every negative interaction a person receives, four positive interactions are necessary to offset it. Giving praise and criticism in equal amounts does not balance out -- it is generally perceived as negative or unfair. To be appreciated, positive feedback must stand alone and outnumber negative ones substantially.
 - ◆ Positive feedback must be delivered promptly if it is to be effective: Its impact diminishes if it is delayed. The most effective way, although often difficult, to reinforce someone is while a behavior is **occurring**. This fits nicely with the Management By Walking Around (**MBWA**) approach. Expose yourself to situations where you can give positive feedback. Don't go out looking for problems, rather focus on catching people doing something right and recognizing them for it on the spot. This is a very powerful type of recognition.
-

Positive Feedback (Continued)

Pitfalls (Continued)

-
- ◆ Avoid the impersonal: Don't ask someone to do your reinforcing for you. A standard letter **from** the commanding officer, for instance, passed out by the supervisors with the instruction to compliment their subordinates for a good job is not very inspiring. Don't give someone positive feedback from "the Coast Guard." The Coast Guard is an abstract object, not a person, so the recognition is meaningless. Positive feedback must be personal. That means it must come **from** a person.
-

Special Approaches

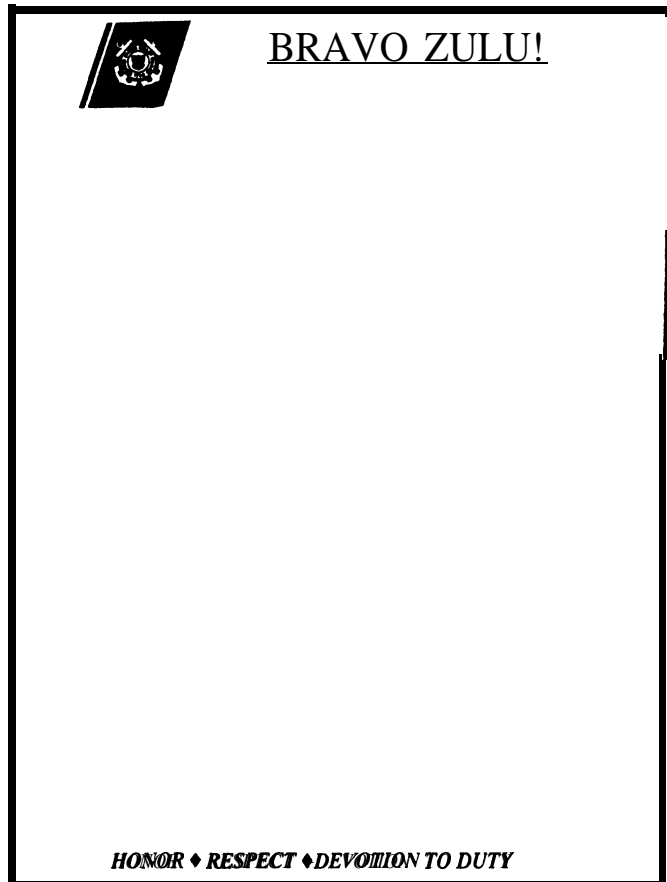
You can develop a most effective tool for giving positive feedback -- a simple note pad will provide a quick and convenient way for supervisors and peers to give timely and specific written, positive feedback.

This is a most effective tool because:

- ◆ Some people are uncomfortable praising a person face-to-face. Writing these notes is a more appropriate way to provide positive feedback for these people.
 - ◆ People love to receive these notes as a memorable token of recognition which can be savored long after the recognition is past.
 - ◆ With the high volume of reports, letters, etc. that flow throughout our organization, this is a timely, specific means to call attention on the spot to something that crosses our desks that is especially well done.
-

Positive Feedback (Continued)

Example



Receiving Positive Feedback

Barriers

Even receiving positive feedback requires skill. Simply look at the person complimenting you, listen to the message, and say, “Thank you.” Accept the praise and let it energize you. That’s all there is to it. Learn to accept recognition and pass the recognition on to others who deserve it. However, it is often difficult for many of us to receive it.

Receiving Positive Feedback (Continued)

Barriers (Continued)

Often we tend to answer with responses of dismissing, disclaiming responsibility, or joking. These are common barriers to receiving positive feedback. Those who have not been exposed to positive feedback or were primarily surrounded by negative reinforcement have learned to perform only to avoid disapproval. They are not comfortable being noticed at all, even to accept a compliment.

As leaders, we need to overcome these reactions and continue to give these people the recognition they deserve in a nonthreatening way. Perhaps a written note instead of a face-to-face encounter would be more comfortable to the recipient. Given time and practice, everyone can learn to enjoy positive feedback.

Mixing tangible awards with positive feedback can be a problem. Often a “small token” is taken literally -- “is that all I’m worth?” If the tangible is stressed, instead of heartfelt appreciation, the recognition can seem to be cheap. To balance tangible recognition with positive feedback, again use the four-to-one rule. A person should get four verbal recognitions for every tangible one. The tangible item becomes a reminder of the positive experience of recognition.

Summary

Summary

The attributes of day-to-day recognition are high consistency, specificity, and sincerity. Since it is designed to be an ongoing means of recognizing performance, positive feedback is also very frequent and timely. Additionally:

- ◆ It goes directly from one person to another, from peers or superiors alike.
- 4 Its one-on-one style requires a high level of interpersonal skills.
- 4 When delivered effectively, day-to-day recognition is a **win-win** situation for everyone involved.
- 4 It enables the largest number of employees to feel good about their performance, and it is a boost for the person giving the recognition.

Saying “thank you” and writing a note of appreciation costs very little in time or dollars, but the gains for the Coast Guard are great.

Informal Recognition

Defined	Informal recognition is used to recognize individuals, groups, or teams for achieving specific goals or completing special projects. It is flexible and can be adapted to the needs and preferences of individuals, groups, and teams. Informal recognition may be accompanied by a nonmonetary recognition item.
How It Relates	Informal recognition is one of the three parts of total recognition philosophy. It should occur more often than formal recognition and less often than day-to-day recognition. It is less defined and less structured than formal recognition and more than day-to-day recognition.
How It Works	The idea of informal recognition is to identify an individual or a group of people doing something right. It is one of the best ways for the Coast Guard to say “thank you” for extra effort, to reinforce a specific type of behavior and to provide an example to others. It can be used by a supervisor as a means of expressing appreciation for an employee’s effort on a particular project. Informal recognition doesn’t require lengthy justification or high level approval.
Who is Eligible	Any member of the Coast Guard family. This includes regular, Reserve, Auxiliary, and civilian employees (including NAP), spouses (especially OMBUDSMAN) and associations that serve the local community (e.g., CPO Associations, spouses clubs), and all uniformed service members serving with the Coast Guard.
Who Can Nominate	All supervisors (military or civilian) can nominate individual subordinates or a team or group. Peers can nominate peers. Exclusion -- Employees can’t nominate their supervisors.

Using Appropriated 'Funds

Criteria

In order to use appropriated funds for informal recognition, the award must meet the following three criteria:

- ◆ Be nonmonetary in nature (except for authorized cash awards such as savings bonds)
- ◆ Be of nominal value
- ◆ Be linked to excellence in performance or a special contribution to the Coast Guard.

In addition, the Office of Personnel Management (**OPM**) recommends that items must:

- ◆ Be of an honorary nature
- ◆ Be able to be worn, displayed, or used in the recipient's work environment
- ◆ Include the agency's seal or logo.

Examples of Non-Monetary, Nominal ~~Value~~, Informal Recognition Items (~~unit price~~ does not exceed \$100).

Recognition Items That Contain The Coast Guard's Logo:

- | | | |
|---------------|-------------------|-----------------------|
| * Mugs | * Gym Bags | * Pen and Pencil Sets |
| * Flashlights | * Tee Shirts | * Unit Photographs |
| * Jackets | * Calendars | * Patches |
| * Name Tags | * Desk Organizers | * Calculators |
| * Ball Caps | * Trophies | * Brief Cases |
| * Watches | * Plaques | * Dayplanners |
| * Lapel Pins | * Keychains | * Certificates |
| * Nameplates | | |

Note: Non-monetary awards cannot be purchased with appropriated funds if they are to be given as a gift, to enhance morale, or because the member belonged to a group.

Informal Recognition Ideas

Parties or Gatherings

Here are some ideas which can be used to recognize your people after completing a major project:

- ◆ Have a pizza party for your division.
 - ◆ Take your staff out to lunch.
 - ◆ Make breakfast at work.
 - ◆ Bring in goodies, e.g., cake, cookies, pastries, etc.
 - ◆ **FunFriday** -- the last hour of the day, supervisors bring in soda, popcorn, and snacks.
 - ◆ Sports Day.
 - ◆ Recreational afternoon -- take an afternoon off and participate in an activity (e.g., picnic, ball game).
-

Verbal and Written

You may choose to recognize your staff verbally or in writing. Here are some ideas you may use:

- ◆ Write an article about your employee, group, or team for Plan of the Week or unit newsletter.
 - ◆ Recognize efforts at a staff meeting.
 - ◆ Write a letter of appreciation or a certificate of appreciation (See sample letters and certificates in attachment.)
 - ◆ Write a Commandant's Bulletin article about an employee's, group's, or team's accomplishments.
 - ◆ Handshake from the CO at a meeting.
 - ◆ Welcome letter to new employees.
 - ◆ Way to go messages.
 - ◆ Send a thank you via E-Mail.
-

Informal Recognition Ideas (Continued)

Verbal and Written (Continued)

-
- ◆ Personal acknowledgment of accomplishments by CO and **XO** in employee's work space, in the presence of peers/co-workers.
 - 4 Achievements of individual members or a team published in the command or local newspaper.
 - ◆ Achievements of individual members or teams posted on marquees located at the entrance(s) to a base.
 - 4 **KUDO** section on the **front** page of a unit newsletter.
 - 4 Personal notes on logo cards to individuals for special accomplishments.
 - 4 Ten minute briefs at all hands meetings to showcase items of interest and allow public recognition.
 - 4 Wall of fame -- spotlights employees and their accomplishments.
-

Other Forms of Recognition

Other forms of recognition you may choose to use are:

- 4 Allow an employee to be the supervisor for the day.
 - 4 Invite the employee to attend a supervisor's meeting.
 - 4 Give employee, group, or team a chance to work on a special project.
 - 4 Supervisor's parking space made available for one day for an extra work effort.
 - 4 Allow employee to ride on a ship for 1 or 2 days.
 - 4 Allow employee to leave work one hour early.
 - 4 Select an employee as a command representative to attend a conference.
 - 4 Provide employee with the use of a private office for the day.
 - ◆ Display employee photo on a bulletin board.
 - 4 Extend employee's lunch period for a day.
 - ◆ Invitations to special events.
 - 4 Lunch with the CO.
-

Types of Informal Recognition Awards

Examples

Here are some specific examples of various types of informal recognition awards.

- ◆ **Sailor of the Quarter, Year; ~~Non-Rate~~ of the Month; Civilian of the Quarter** -- Recognizes exemplary performance.
 - ◆ **Rookie of the Year** -- Recognizes new members who have accomplished a lot in a short period of time.
 - ◆ **Most Valuable Professional Award** -- Recognizes the employee who makes the single most significant contribution to mission accomplishment.
 - ◆ **Peer Recognition Award** -- Recognizes exceptionally dedicated effort and notable achievement in the pursuit of excellence.
 - ◆ **Caught Ya!** -- You've been doing something good -- acknowledges and recognizes behavior we want to encourage in this organization. (See sample in attachment)
-

Examples of Informal Quality Awards

Here are some examples of types of informal quality awards:

- ◆ **Quality Award for Teams** -- Celebrates, recognizes, and rewards those who distinguish themselves in the pursuit of quality. Members must recommend a significant process improvement or solution to a problem.
 - ◆ **Quality Award for Individuals** -- Awarded to members who display exemplary commitment to their customers and sustained excellent performance.
 - ◆ **Quality Performer Pin** -- Awarded to members who provide outstanding customer service.
-

Types of Informal Recognition Awards (Continued)

Examples
(Continued)

- ◆ ***Frequent Achiever Awards*** -- For team participation. Members have an opportunity to receive awards for developing quality improvements which result in cost savings, work hours saved or other customer service process improvements.
- ◆ ***CO'S Recognition of Excellence*** -- Awarded to individual members or teams who make noteworthy or innovative improvements to operations or policies which enhance the quality of Coast Guard efforts such as reducing waste or cutting costs.

These awards are accompanied by one or more of the following: A Plaque, Letter of Appreciation from the CO, Certificate, Pin, Liberty, Time Off As An Incentive Award, Items of Nominal Value (\$100 or less).

Questions and Answers

The following are some typical questions and **answers** which may address specific questions you may have.

Q. ***Who will fund informal recognition?***

A. Each unit, district, office, etc., will be responsible for its own funding. Informal recognition items are of nominal value. Keep in mind that studies have shown that informal recognition is most effective when the item is memorable, not costly. The item is not as important as the way it is given.

Q. ***How do I know what type of behavior warrants informal recognition?***

A. Very simply, any time you find an individual, group, or team doing something right, informal recognition is appropriate.

Q. ***How do I know what type of informal recognition my employees would most appreciate?***

A. Ask your employees what works best for them. If it is possible, give them a choice. You want to be able to identify what works and what doesn't.

Questions and Answers (Continued)

*Q. Can **informal recognition** be given **to** groups or teams?*

A. Absolutely. Informal recognition is a very effective way to increase pride and morale of a group or team.

United States Coast Guard Group Honolulu



Certificate of Appreciation

Presented to

***For outstanding cooperation and assistance in furthering the
purpose, mission, and principles of Coast Guard Group Honolulu.***

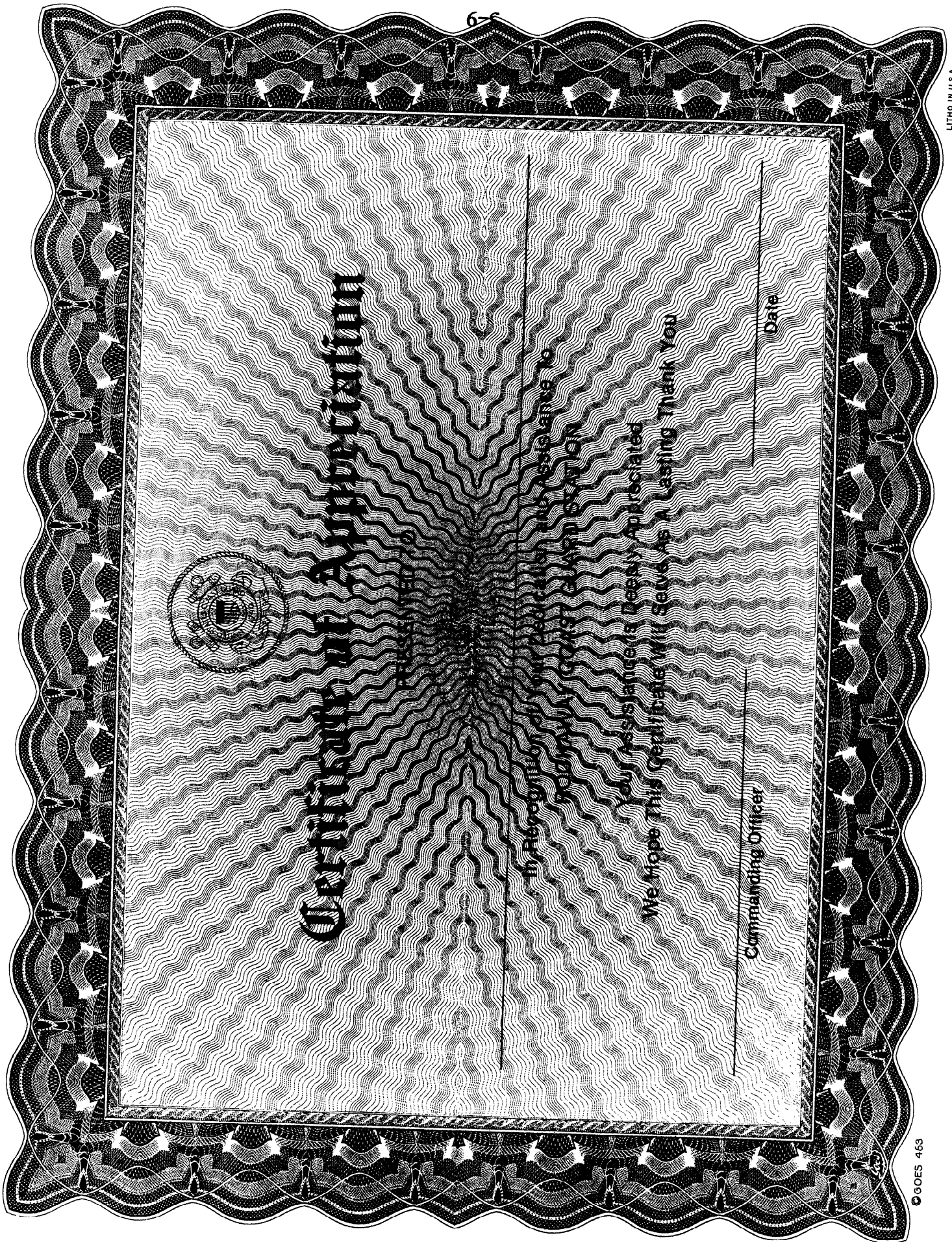


Semper Paratus



Commander, Coast Guard Group Honolulu

Date



LITHO IN U.S.A.

GOES 463

DEPARTMENT OF TRANSPORTATION UNITED STATES COAST GUARD



Certificate of Appreciation

IN RECOGNITION *of notable services which have
assisted greatly in furthering the aims and
functions of the **Coast Guard***

This certificate is awarded to

Exhibited this ____ day of _____

at _____



Caught Ya!

You've been caught doing something good!

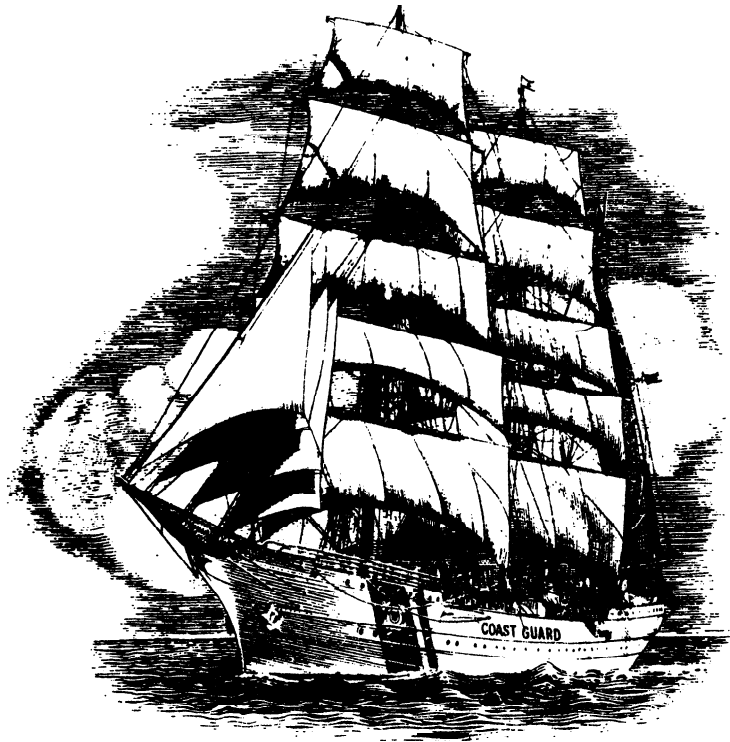
The purpose of this document is to acknowledge and recognize behavior we want to encourage. This form can be issued to anyone, by anyone, up, down, or across the organizational hierarchy.

From:	Phone:
To:	Staff symbol:
What you were caught doing:	

When you were caught doing it: C*****~

Signature of person who caught you: *****

Dist: Orig-Catchee, Copies-Division Chief & Chief of Staff



THIS Certificate
OF Appreciation
IS PRESENTED TO

Quality Awards

Definition

The Coast Guard is committed to providing ongoing quality-focused service to our customers as described in the Coast Guard Strategic Quality Goal: “We will deliver high quality service to the American public by all Coast Guard people continuously improving our processes to meet the ever-changing needs of our customers.” Your role is to look for ways to improve your work processes. Although many improvements are made by individuals, some are not, therefore this guidance will focus on teams and groups.

An Informal Quality Rewards and Recognition System celebrates, recognizes, and rewards accomplishments and efforts of Natural Work Groups (**NWGs**), Quality Action Teams (**QATs**), and team members who make contributions to improve processes, products, or services.

Availability

Members of the Coast Guard family (active duty, Reservists, Auxiliarists, and civilians) who participate on **NWGs** and **QATs** to improve Coast Guard processes and quality are eligible. **NWGs** are informal teams composed of individuals **from** the same or related work areas that focus on process problems affecting their workplace and/or work outputs. **QATs** are formal teams chartered to examine and solve process problems which cross functional lines and/or involve different levels of the chain of command. These teams focus on solving problems which are complex or require long-term solutions. Quality Improvement Proposals (QIP) or Process Improvement Proposals (PIP) are proposals to improve any process being performed by an individual or group.

Benefits

It is important to recognize small, incremental improvements made by teams because they are the cornerstone of the Coast Guard’s philosophy of continuous improvement. Many small process changes gradually add to significant improvements. A process improvement may or may not generate a dollar or time savings; however, it may improve customer satisfaction or the decision making capability of a group. Teams should improve processes that are within their span of control.

The Coast Guard has several formal rewards and recognition programs that are addressed later in this handbook. Continue to use these programs to recognize individual and/or **group** achievements. In fact, **submissions** to Idea-Express are encouraged in **cases** where improvements may have Coast Guard-wide application.

Quality Awards (Continued)

Examples

The following example suggests ways to informally recognize teams and groups. Team members can earn the following items when they reach different levels of achievement:

1-10 PIP's	11-25 PIP's	26-50 PIP's
Award Letter of Certificate	Award Letter of Certificate	Award Letter of Certificate
Bronze Pin	Silver Pin	Gold Pin
Recognition Item: up to \$25	Recognition Item: up to \$50	Recognition Item: up to \$100

Formal Recognition

Defined

The **Coast** Guard's Formal Awards Program provides an effective means of fostering high morale, incentive, and esprit de corps. It is the duty of responsible leaders, throughout every level in the organization, to foster appropriate formal recognition. Formal awards are designed to recognize individual, team, or unit acts of heroism, meritorious achievement, or meritorious service above and beyond that ordinarily expected, and which distinguish an individual, team, or unit among those performing similar acts or service.

Eligibility

All Coast Guard personnel, i.e., active service members, Reservists, Auxiliarists, and civilians are eligible for Coast Guard formal awards. An individual's performance in relation to assigned duties and responsibilities, and NOT rank or rate, is the governing factor in deciding what level of award should be presented. The Medals and Awards **Manual** stresses this point for all levels of awards. For example, when describing the eligibility criteria for the Coast Guard Commendation Medal, it states "the performance should be well above that usually expected commensurate with an individual's grade or rate." Many supervisors often restrict their award recommendations with consideration of rank (the member is an E-4; therefore, should not receive an award beyond a Letter of Commendation), which should not be the case. Junior members who demonstrate initiative and actions expected from someone far senior, should be considered for higher awards.

Timeliness

It is incumbent on you, as a Coast Guard leader, to remain alert to circumstances that deserve recognition. An essential element is the timeliness of the recognition. The submission of the recommendations for decorations and awards must be initiated promptly after the act or period of service being recognized. Coast Guard respondents to a Rewards survey stated "one bad practice is to dole out awards to everyone as going away presents...[this] diminishes the value of the award to people who really deserve it." While end of tour awards may be appropriate, personnel should focus on recognizing significant achievements in a timely manner. Current literature on rewards and recognition stresses that the meaningfulness of an award decreases as the time between the event being recognized and the recognition being received increases.

Formal Recognition (Continued)

Value

Formal awards are an effective, inexpensive way to convey recognition for service or act(s) well done. Although it takes some effort on the part of the supervisor, it is a small investment that gives immeasurable satisfaction to the member or group cited. Some argue that performance evaluations recognize performance, or why should we recognize people for doing their job? Formal awards are intended to recognize the individual who has given extra effort, done extra work; who has incurred personal risk in the case of a heroic act; who has contributed “above and beyond” what was required. This is sometimes a difficult balance to strike... determining who is deserving and ensuring appropriate recognition. However, it is an obligation that you have to the people you **supervise**. It is imperative that standards of merit be maintained to ensure cited individuals **and** units receive meaningful recognition. Individuals, teams, or units that have brought distinction upon themselves or the unit through extraordinary acts or services should receive recognition. A great many of our members are performing at extraordinary levels to get Coast Guard services done every day. Stop and think about what your people are accomplishing.

Level of Award

To assist with determining the proper award level when considering a nominee(s), ask yourself the following questions:

- ◆ What was the scope of the nominee’s efforts?
 - ◆ If applicable, what was the scope of heroism demonstrated?
 - ◆ Was the act performed in great danger, at a risk to one’s life?
 - ◆ What degree of responsibility was involved?
 - ◆ Was the impact local, or were the benefits gained Coast ~~Guard~~-wide?
 - ◆ Did the results of the nominee’s accomplishments reflect a cost savings?
 - ◆ Was a more efficient means of completing a process identified or implemented?
 - ◆ Did the accomplishments enhance public awareness of the Coast Guard’s missions? If so, to what extent?
 - ◆ Did the nominee act to foster a better working relationship with others (leadership) and did this relationship improve productivity and/or morale?
-

Formal Recognition (Continued)

Level of Award (Continued)

When you have answered these questions, you should thoroughly examine the specific award descriptions published in the following references:

Personnel:	Reference:
Active Service and Reserve	Coast Guard Medals and Awards Manual COMDTINST M1650.25 (Series)
Civilian	Coast Guard Civilian Awards Manual ZOMDTINST M12451.1 (Series)
Auxiliary	Coast Guard Auxiliary Manual COMDTINST M16790.1 (Series)

What Award to Give

Although many formal awards are designed exclusively for a particular Coast Guard segment, many awards cross segment boundaries. Make sure the individual you are recommending is **eligible** for the award you are considering. Personal awards, such as the Commandant's Letter of Commendation, Ribbon, Achievement Medal, and Commendation Medal, may be awarded to active service members and Reservists. Team/Unit awards may be awarded to active service members, Reservists, Auxiliaries, and civilians. One Service award, the Special Operations Service Ribbon, may be awarded to active service members, Reservists, and Auxiliaries. (Note: Reservists in training or active status, cadets, and U. S. Public Health Service personnel serving with the Coast Guard are also **eligible** to receive Coast Guard military decorations.)

Making It Meaningful

People respond more favorably to compliments than criticism. Think of the leaders you enjoyed serving with the most during your career and you'll **agree** it was those who accentuated the positive in your performance. Think of the most memorable times in your career and it is likely that an awards ceremony, of which you were a part, will stand out. In fact, ceremony is an essential element of the formal awards process. Every formal award should be presented at an appropriate, attended ceremony. Nothing can **deemphasize** the significance of a formal award more than no presentation, such as finding it on your desk, without comment.

Formal Recognition (Continued)

Presentation

To properly prepare for the presentation of a formal award, the member's family, ~~friends~~, shipmates, and leadership should be invited. Time should be set aside specifically for the ceremony when most of the participants can attend. The purpose of the ceremony is to enhance the importance of the award, make it public in order to let everyone know who and how the award was earned, and add to the memory of the award. A positive side effect is that it can inspire others to strive for excellence and demonstrate to all in attendance that an active, caring recognition program exists.

Summary

Every successful organization possesses a credible and effective Rewards and Recognition Program. Knowing this, the Coast Guard strives to improve its program. Proper, timely recognition with the appropriate ceremony is an essential part of a healthy, effective Service. With it, we ensure that our members are happier, more positive and more productive towards their work and the contribution they make in achieving the Coast Guard's missions.

Chart

The next three pages contain a Military, Civilian, and Auxiliary Awards Equivalency Chart designed to assist you in choosing the right award level and category.

MILITARY, CIVILIAN, AND AUXILIARY AWARDS

TITLE OF AWARD			APPROVAL AUTHORITY	REASON FOR AWARD	AWARD ELEMENTS		
MILITARY	CIVILIAN	AUXILIARY			MILITARY	CIVILIAN	AUXILIARY
Distinguished Service Medal	Secretary's Award for Meritorious Achievement	Distinguished Service Award	secretary of Transportation or Commandant for Auxiliary	Exemplary meritorious Achievement	Medal, Ribbon Bar, Certificate, & Citation	Silver Medal Lapel Rosette, & Engraved Plaque	Plaque, citation, miniature medal, ribbon lapel pin
Legion of Merit			Secretary of Transportation	Outstanding meritorious Service	-Same as above-		
	Secretary's Award for Excellence		secretary of Transportation	Outstanding Achievements by Employees in Grades GS 1-9 and WS 1-8.		&graved Plaque and Savings Bond	
	Secretary's Award for Valor		secretary of Transportation	Unusual Acts of Heroism or Courage		Medal, Lapel Rosette, & Engraved Plaque	
S-S	*	Secretary's Award for Achievement in Workforce Diversity	secretary of Transportation	Exceptional achievements in promoting workforce diversity		Engraved Plaque	
	*	Secretary's Award for Volunteer Service	secretary of Transportation	Significant contributions through any of the DOT and USCG volunteer programs		Engraved Plaque	
	*	Secretary's Award for Community Service	secretary of Transportation	Significant contributions to the local community or community at large		Engraved Plaque	
Distinguished Flying cross			commandant	Extraordinary achievement while participating in aerial flight	-Same as above-		
coast Guard Medal		Plaque of Merit	commandant; for Auxiliary, Commandant or Area/District Commanders	Heroism not involving conflict with an enemy	-Same as above-		Plaque, citation, miniature medal, ribbon
Meritorious Service Medal	commandant's Superior Achievement Award		commandant	Meritorious service in the performance of duties	-Same as above-	Bronze Plaque	

*These members are eligible.

MILITARY, CIVILIAN, AND AUXILIARY AWARDS

TITLE OF AWARD			APPROVAL AUTHORITY	REASON FOR AWARD	AWARD ELEMENTS		
MILITARY	CIVILIAN	AUXILIARY			MILITARY	CIVILIAN	AUXILIARY
Air Medal			commandant	Heroic/meritorious achievement in aerial flight	Medal, Ribbon Bar, Certificate, & Citation		
		Award of Operational Merit	Area/District Commander	Outstanding operational performance or skill in performing an assist/rescue or other meritorious operational service			Certificate, citation, miniature medal, ribbon
	Commandant's Distinguished Career Service Medal		Commandant	Presented at retirement to civilian employees whose careers reflect long and exceptional devotion to duty		Engraved Plaque	
Commendation Medal		Award of Administrative Merit	Flag Officers; for Auxiliary, Comdt (G-N) or Area/District Commanders	Outstanding Achievement	-Same as above-		-Same as above-
Achievement Medal		Award of Merit	Flag Officers & 0-6 commanding officers; for Auxiliary, Comdt (G-N)	superior performance of duties	-Same as above-		-Same as above-
		Croup Action Award	Comdt (G-N), Area/District Commanders	For groups of 3 or more Auxiliarists for actions similar to that of individual efforts which merit the Awards of Administrative or Operational Merit			-Same as above-
	Commander's Award for Civilian service		Flag Officers & commanding officers of HQ units	Outstanding achievement, leadership, valor, & achievements in EEO & workforce diversity		Certificate	
	Commander's Award for Sustained Excellence in the Federal Government		Flag Officers & commanding Officers of HQ Units	Presented at retirement to civilian employees whose careers reflect long & exceptional devotion to duty		Certificate	

MILITARY, CIVILIAN, AND ~~AUXILIARY~~ AWARDS

TITLE OF AWARD			APPROVAL AUTHORITY	REASON FOR AWARD	AWARD ELEMENTS		
MILITARY	CIVILIAN	AUXILIARY			MILITARY	CIVILIAN	AUXILIARY
Commandant's Letter of Commendation	Letter of Commendation		Flag Officers & O-4 commanders/ commanding officers and above for military members, & all supervisors of civilians	Commendable performance of duty	Citation and Ribbon Bar	Letter of Commendation	
coast Guard Unit Commendation	*	*	Commandant, Area Commanders	Extremely meritorious or valorous service in support of coast Guard operations	Citation and Ribbon Bar	Citation and Lapel button	Citation and Ribbon Bar
Coast Guard Meritorious Unit Commendation	*	*	Flag officers	Meritorious or valorous service in support of Coast Guard operations	-Same as above-	-Same as above-	-Same as above-
coast Guard Meritorious Unit Commendation	*	*	0-6's in command billets	For service which made a significant contribution to the group's outstanding accomplishment, study, process, or mission	-Same as above-	-Same as above-	-Same as above-
coast Guard Special Operations Service Ribbon		*	Commandant, Area Commanders	For participation in a multi-unit or multi-service operations of a special nature (which have not been recognized by another service award)	Ribbon Bar		Ribbon Bar
Humanitarian Service Medal			commandant	For meritorious, direct participation in a significant military ad, or operation of a humanitarian nature, as requested by the President (in U.S.) or the State Department (overseas)	Medal, Ribbon Bar		

*These members are eligible.

Note: Awards are listed in as close a relationship MILITARY, CIVILIAN, and AUXILIARY AWARDS as possible.

Military Awards

Preparation Preparing formal award recommendations for personal decorations is considered by many to be a challenge. This is especially true for the novice. The following helpful hints may make the process quicker and less of a challenge.

Package Elements First we'll generally discuss the three basic parts of the recommendation and then suggest different approaches to preparing them.

1. The Coast Guard Award Recommendation form (CG-1650)

Instructions for completing this form are contained in the Medals and Awards Manual (COMDTINST **M1650.25** (Series)). This form contains "data" type information requiring little subjectivity. The most important thing to remember when completing this form is "completeness" and "accuracy. " Form CG-1650 is required for military, Auxiliary, and the following civilian awards: Commandant's Superior Achievement Award (Bronze Medal); Commandant's Distinguished Career Service Award; Time Off as an Incentive Award; Special Act or Service awards; ~~On-the-Spot~~ Cash awards; Commander's Awards for Civilian Service; Commander's Award for Sustained Excellence in Federal Service.

2. The Summary of Action

The Summary of Action is written justification for the award that may be written in "bullet" or narrative format. It is prepared on the reverse (blank) side of the CG-1650 or on separate pages attached to the CG-1650 (except for a Commandant's Letter of Commendation and the Coast Guard Meritorious Team Commendation, which require no Summary of Action). This summary forms the "guts" of the recommendation and its importance lies in the factual and significant events and circumstances it describes. The Summary of Action determines whether a personal decoration is warranted and the appropriate award level (this may be changed by seniors in the Chain of Command). The audience for the summary is the chain of command and related awards boards. Therefore, **ONLY DECISION-MAKING PARTIES IN THE PROCESS WILL SEE THIS SECTION**. The following Auxiliary awards will require a Summary of Action and proposed citation: Auxiliary Distinguished Service Award; Plaque of Merit; Award of Operational Merit; Award of Administrative Merit; Award of Merit.

Military Awards (Continued)

Package Elements (Continued)

3. The Citation

The Recommended Citation portion is prepared on a single separate page attached to the CG-1650 and should have a one-inch top, left, and right justified margin. The audience for this document is the member and the general populace. In the citation, we are telling a story to EVERYONE about what the awardee has attained. HOW this is said, and the wording used, is very important. Citations must not be flowery and “puffed-up,” but should relay the significance of the actions described using powerful words in an impressive manner to the reader. The citation’s heading, first sentence, and last sentence have standard wording unique to each award level. Mandatory phrases, format requirements, and specific instructions are found in the Medals and Awards Manual.

Building Package

There is no standard approach specified for building a recommendation package. However, preparation of an award recommendation can be approached depending on “how” the awardee earned the special recognition. The following three approaches, Immediate Approach, Short Term Approach, and the Long Term Approach, differ mainly in their focus on the individual’s action. Each approach is discussed, then followed by an example of a Summary of Action and a Citation. These approaches and methods are not required, but provided as suggestions.

COAST GUARD AWARD RECOMMENDATION				1. RECOMMENDED AWARD	
2. PERIOD BEING RECOGNIZED (DATES INCLUSIVE)				3A. INDICATE IF SUBSEQUENT AWARD (FIRST, SECOND, THIRD, ETC.)	3B. "O" DEVICE YES <input type="checkbox"/> NO <input type="checkbox"/> N/A <input type="checkbox"/>
PERSONAL AWARD INFORMATION (FOR CIVILIAN AWARDS COMPLETE SECTION 14 ALSO)					
4. NAME (LAST, FIRST, MI)				10. PREVIOUS AWARDS BARRED DURING PERIOD BEING RECOGNIZED (ATTACH COPY)	
5. SOCIAL SECURITY NUMBER				11. PRESENT DUTY STATION (AUX: DIVISION/EDOT/DA)	
6. BRANCH OF SERVICE	7. STATUS AUXILIARY <input type="checkbox"/> CIVILIAN <input type="checkbox"/> REGULAR <input type="checkbox"/> RESERVE <input type="checkbox"/>			12. NEW DUTY STATION (HOME ADDRESS IF SEPARATION ANTICIPATED)	
8. GRADE/RANK (FOR CIVILIANS: POSITION TITLE, SERIES, AND GRADE) (AUX: POSITION TITLE)				13. OTHER PERSONNEL RECOMMENDED FOR SAME ACTION AND AWARD RECOMMENDED	
9A. DETACHMENT DATE		9B. RETIREMENT YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>			
14. FOR CIVILIAN RECOMMENDATIONS ONLY					
14A. PREVIOUS AWARDS DURING PAST 3 YEARS				14B. RECOMMENDED AMOUNT OF AWARD (IF APPLICABLE) \$	
				14C. RECOMMENDED AMOUNT OF TIME OFF (IF APPLICABLE)	
UNIT/TEAM AWARD INFORMATION					
15. NAME OF UNIT/TEAM				16. LOCATION OF UNIT/TEAM AT TIME OF ACTION	
17. LIST OF UNIT/TEAM PERSONNEL RECOMMENDED FOR AWARD (USE ADDITIONAL PAGE OR ATTACH ROSTER IF NECESSARY). PROVIDE NAME, SSN, GRADE/RATE, STATUS, AND PRESENT DUTY STATION.					
18. NAME, GRADE, TITLE OF ORIGINATOR PHONE NO. SIGNATURE DATE					
19. FORWARDING ENDORSEMENTS BY VIA ADDRESSES(S). ATTACH ADDITIONAL SHEETS AS NECESSARY.					
VIA	COMMAND	RECOMMENDED AWARD	"O" DEVICE	SIGNATURE, GRADE, TITLE	DATE
1.			<input type="checkbox"/> YES <input type="checkbox"/> NO		
2.			<input type="checkbox"/> YES <input type="checkbox"/> NO		
3.			<input type="checkbox"/> YES <input type="checkbox"/> NO		
20. DISPOSITION BY AWARDOING AUTHORITY AWARD APPROVED		"O" DEVICE <input type="checkbox"/> YES <input type="checkbox"/> NO	EXTRAORDINARY HEROISM APPROVED <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A	SIGNATURE, GRADE, TITLE	DATE
21. SUMMARY OF ACTION: ATTACH A SEPARATE SHEET, IN NARRATIVE OR BULLET STYLE, TO MOST EFFECTIVELY CONVEY ACTION. AT A MINIMUM, MUST ADDRESS THE FOLLOWING QUESTIONS: (1) WHAT WAS THE SPECIFIC ACT/SERVICE PERFORMED? (2) WHERE AND WHEN DID THE ACTION/SERVICE HAPPEN? (3) WHAT WAS THE VALUE/EFFECT OF THE MEMBERS' CONTRIBUTION? (SEE COMDTINST M1850.25 (SERIES)) FOR CIVILIAN AWARDS: SHOULD NOT EXCEED THREE PAGES; SEE COMDTINST M1245.11 (SERIES) FOR GUIDANCE ON SPECIFIC AWARDS. CITATION IF APPLICABLE.					

The Immediate Approach

Preparation

This approach includes heroic, lifesaving, and similar actions. Characteristics of the action may include: non-predictive; decisive; exhaustive effort; major impact on others; savior of life and/or major property; considerable risk to self; and normally occur within a **24-hour** period. This type of recommendation rarely contains much subjectivity because the action itself is so demonstratively meaningful (i.e., even a below average performer may be decorated for this type of action). ~~You will~~ need to complete:

◆ **Coast Guard Personal Award Recommendation** (CG-1650)

◆ **Summary of Action.** When preparing the Summary of Action, you should:

- ◆ Use chronological order to organize the bullets or paragraphs. Each should “stand alone” when describing specific events related to the action.
- ◆ Include places, times, witnesses, descriptions of situations, hazards/obstructions (natural and man-made), out of the ordinary situations, unique decisions or devices.
- ◆ The next to last few bullets might contain information not directly related to the incident, but will tend to lend qualification to the recommended award (e.g., community involvement, personal qualities, job performance, previous experiences).
- ◆ Use the last paragraph to summarize the points and make a stated recommendation to the awards board specifically detailing the recommended award.

◆ **Proposed Citation**

- ◆ Refer to the Medals and Awards Manual for specific instructions on completing the citation.

Exhibits

Exhibit ~~SOA-1~~ **SOA-1** is an example of how a Summary of Action prepared for the “Immediate” approach could be worded and Exhibit ~~CIT-1~~ **CIT-1** is an example of how a Citation prepared for the “Immediate” approach could be prepared.

EXHIBIT SOA-1

Sample Summary of Action

(Immediate Approach)

Enclosure (1) to CG-1650 dated 11/05/94: Summary of Action recommending the award of the Coast Guard Commendation Medal (with "O" Device) to Seaman Troy B. Able, USCG.

- SN Troy B. Able, USCG reported aboard USCGC NORTHLAND (~~WMEC~~ 904) on 2 January 1994 and was assigned duties as a mess cook. Shortly thereafter, he was assigned to the Deck Department and eventually assumed the role of **Leading** Seaman, a position ~~he~~ continues to hold. SN ABLE is scheduled to rotate from NORTHLAND in January 1996.

- At approximately 0610 on 1 November 1994, SN Able was returning from liberty to his unit. He had parked the car in the Support Center Portsmouth parking lot and was walking towards the NORTHLAND on Alpha Pier when he heard **unusual splashing** and a voice over the north side of the pier. Curious, SN Able moved to a location near the mid-length of the pier, in front of the NORTHLAND's bow and recognized Petty Officer Longo, also a member of the NORTHLAND crew, swimming towards the pier's fender at a ~~90 degree~~ angle with a motionless body in **tow** to the pier.

- Realizing the immediacy of the situation, SN ABLE began to yell "Man in the Water" and immediately proceeded the few yards to the pier fire alarm. After sounding the alarm, and while he continued yelling, he removed the pier's life ring and returned pierside.

- The QMOW on the Quarterdeck of the CGC HARRIET LANE (~~WMEC~~ 903) heard SN Able's call. (The HARRIET **LANE** was moored directly across pier Alpha from NORTHLAND). He immediately directed the ship's messenger onto the pier to see what the problem was. He also yelled across the pier to the NORTHLAND's QMOW and then used the **IMC** to muster the duty section and alert the OOD.

- Petty Officer **Longo** had reached the fender and managed to push the victim up onto it. Seeing that Petty Officer Longo was becoming much weaker and tired, SN Able lowered the life ring to him and yelled to him to "hold on - help is on the way."

- At about 0612, three crewmembers from the HARRIET LANE arrived to help assess the situation. One member returned to the ship to brief the **QMOW/OOD**. He returned to the scene with a First Aid kit and a length of line then announced he was going to go down the pier's accommodation ladder with the items.

- Even though junior, SN Able warned the member NOT to climb down and place himself in any unnecessary danger because the fire department could be heard responding and would be there in seconds.

- At about 0614, the fire department/rescue department personnel were on scene and made a professional rescue of Petty Officer Longo. Unfortunately, even with CPR and emergency room activities, the victim died shortly after 0700 in the Portsmouth General Hospital **from** exposure and drowning.

- Conditions at the time were:

Air Temperature:	39 Degrees
Water Temperature:	48 Degrees
Wind:	Northerly @ 12 Kts.
Surface Conditions:	Choppy w/ 1-foot swells
Sky:	Overcast

- SN Able's quick thinking and knowledge of correct procedures were exceptional and directly attribute to the timely rescue of his shipmate. Had SN Able arrived only minutes before he did, the situation may have included the saving of the original victim too.

- Expiration of liberty for the NORTHLAND crew was 0745. It is notable here that SN Able was returning to the ship earlier than required specifically to prepare materials for his deck force to use that day. This is routine for him and his tireless devotion to duty has become a hallmark for the deck department since he has become their leading seaman.

- Without the timely and professional actions taken by SN Able in those tense minutes, NORTHLAND, the Coast Guard and his family, would likely have lost Petty Officer Longo. I highly recommend the approval of the Coast Guard Commendation Medal with Operational Distinguishing Device be awarded to SN Troy Brent Able, USCG.

EXHIBIT ~~CIT-1~~

Suggested

CITATION TO ACCOMPANY THE AWARD OF
THE COAST GUARD COMMENDATION MEDAL
TO
TROY B. ABLE
SEAMAN
UNITED STATES COAST GUARD

Seaman ABLE is cited for outstanding achievement on the morning of 1 November 1994 by his timely and direct assistance in the rescue of one of his shipmates. While in a liberty status and returning from liberty, Seaman ABLE noticed his shipmate in the cold water and swimming toward the pier with a motionless body in tow. With no delay and **nearly** instantaneously, Seaman ABLE managed to sound the fire alarm, gain the attention of nearby Coast Guard Cutters, and place a **pierside** life ring in the possession of his shipmate. Using words of encouragement, the **rescuer was** able to place the victim out of the water at the pier, and used the life ring to **secure** his own safety until the arrival of professional rescue and medical assistance. Upon the arrival of his shipmates, Seaman ABLE again used level headed reasoning to deter them from placing themselves in unnecessary jeopardy by attempting a risky and unneeded rescue attempt. By chance, Seaman ABLE's timely, bold, and professional intervention may have saved the life of his shipmate. Seaman ABLE's dedication, judgment, and devotion to duty are most heartily commended and are in keeping with the highest traditions of the United States Coast Guard.

The Operational Distinguishing Device is authorized.

The Short Term Approach

Preparation

This recommended approach is used for actions that are relatively **short-lived** (i.e. significant projects, waste/cost reduction efforts, singular or narrow focused emphasis, lower risk). Often, the **RESULT** of the action becomes the focus of the recommendation and the magnitude of the result helps determine the level of award. Many of these types of recommendations fall into **a pattern** of:

- ◆ Problem Recognition (e.g., excessive breakdowns, excess waste, time constraints, personnel shortages.)
- ◆ Problem Solving (e.g., invention, initiatives, new procedures, conservation.)
- ◆ Results (e.g., cost savings, personnel reductions, improved product, waste reductions.)

You will need to complete:

- ◆ **Coast Guard Personal Award Recommendation (CG-1650)**
- ◆ **Summary of Action.** When preparing the summary of action, you should:
 - ◆ In a Short Term situation, a specific accomplishment is the focus. This accomplishment should be broken down into component parts. Each of these should then become the subject of one or more paragraphs (or bullets) in the Summary of Action.
 - ◆ When possible, they should be presented in a chronological order, but any order that provides a logical sequence of events or actions is good.
- ◆ **Proposed Citation**
 - ◆ Refer to the Medals and Awards Manual for specific instructions on completing the Citation.

Exhibits

Exhibit **SOA-2** is an example of how a Summary of Action prepared for the “**SHORT TERM**” approach could be worded and Exhibit **CIT-2** is an example of how a Citation prepared for the “**SHORT TERM**” approach could be prepared.

EXHIBIT SOA-2

Sample Summary of Action

(Short Term Approach)

Enclosure (lj to CG-1650 dated 4/20/95: Summary of Action recommending the award of the Coast Guard Achievement Medal to Seaman Troy B. Able, USCG.

-
- SN Troy B. Able, USCG reported aboard USCGC NORTHLAND (**WMEC 904**) on 2 January 1994 and was assigned duties as a mess cook. Shortly thereafter, he was assigned to the Deck Department and eventually assumed the role of Leading Seaman, a position he continues to hold. SN ABLE is scheduled to rotate from NORTHLAND in January 1996.
 - Since assuming the role of leading seaman in the deck department in June 1994, SN Able has been required to lead 10 non-rated members. In early August, SN Able had a meeting with the First Lieutenant concerning the amount of time these crewmembers had been on the binnacle list and unavailable for work. ~~The~~ average time off the job per deck department crewmember a week for the previous 4 months was 4.2 hours.
 - At first glance, the binnacle list reflected the normal types of sickness ranging from common colds, viruses and sinus infections. The unit did not, at that time, take any more action and SN Able returned to his duties. However, he was not convinced that the amount of sick time was normal for the number of people affected.
 - To satisfy his curiosity and document his case, SN Able began to carry a small pocket logbook. In this book he began recording specific duties assigned to his personnel. His record included items such as tools issued/used, time work began on a project – and ended, individual dietary intake (individually) and other information concerning when and how his deck department shipmates were spending their time.
 - SN Able maintained this log from 15 August 94 through 15 December 94. He evaluated his log at the end of each week and month, looking for any type of cause for the high sickness rate. On 16 December, he again approached the First Lieutenant and his Chief with some dramatic evidence.
 - During this ~~4-month~~ period that he kept the log it was found that on the days where his crewmembers used white hull paint, they would report to sickbay two days later complaining of headaches, stuffy noses, and a general run-down feeling. After two days or so of being **sick-in-**quarters, the problems would fade and they would again be assigned work.
 - The information from the logs, samples of the paint, and records of treatment from sickbay were investigated. It was found that the non-toxic paint ordered through the stock system was not the paint being used. A closer look at the ordering document revealed that two digits on the stock number were inverted. The paint on board was, in fact, a highly toxic paint normally used in ultra-high temperature applications.

- A doctor **from** the Portsmouth Naval Hospital was consulted concerning the paint. His report indicated that any contact of this paint and the skin would cause the symptoms and complaints reported in the sickbay's records. Additionally, any prolonged (i.e., excess of 6 hours) contact with the skin could cause severe nerve and spinal damage resulting in hospitalization and possible permanent injury.
- During the first 3 months of 1995, the average time off the job per deck department crewmember a week dropped to less than 1.5 hours. A sharp, significant drop in sickness and a very noticeable improvement in work was accomplished aboard the NORTHLAND .
- Through the persistence, caring attitude, and curiosity of SN Able, unit morale has improved and a marked increase in productivity has resulted. Additionally, his involvement in the well being of his shipmates may well have saved them from serious injury and suffering. I highly recommend awarding the Coast Guard Achievement Medal to SN Troy Brent Able, **USCG**.

EXHIBIT CIT-2

Suggested

CITATION TO ACCOMPANY THE AWARD OF
THE COAST GUARD ACHIEVEMENT MEDAL
TO
TROY B. ABLE
SEAMAN
UNITED STATES COAST GUARD

Seaman ABLE is cited for superior performance of duty while serving as Leading Seaman in the Deck Department, USCGC NORTHLAND (WMEC 904) from August 1994 to April 1995. Seaman ABLE perceived an-unusually high ~~not-fit-~~for-duty rate due to minor illness among his crew. Not satisfied with answers he received that may have been the cause, Seaman ABLE embarked on a mission to document the behaviors, diet, and attitude of his deck department coworkers. After maintaining a detailed log in excess of three months, he reported his findings to his supervisors. His work revealed that the crewmembers were suffering from toxic effects of paint that was ordered in error many months before. Prolonged contact of the toxic paint with skin could have caused serious nervous system disorders and hospitalization. For the following 3 months, the average weekly sick time off-the-job was dramatically reduced from over 4 hours to well below 2 hours. Seaman ABLE's persistence and caring attitude resulted in much higher morale aboard the NORTHLAND and a significant increase in productivity. His action saved his shipmates from facing possible serious injury and needless suffering. Seaman ABLE's diligence, perseverance, and devotion to duty are most heartily commended and are in keeping with the highest traditions of the United States Coast Guard.

The Long Term Approach

Preparation

The combination of multiple accomplishments and unusual perseverance over a longer period of time typically mark the characteristics for this recommendation approach. In this approach, the number of significant accomplishments and the attitude of the awardee is the focus. Waiting until a tour of duty is complete to submit an award recommendation should be avoided for two main reasons. First, awards should be timely and given as soon as practicable after the notable service was rendered. Timely recognition is more effective and appreciated than recognition that comes at the last moment before a PCS transfer. Second, it is often difficult to process the award in time for presentation at the unit in front of the awardee's peers. Presenting the award at the member's next duty station by a Commanding Officer who has yet to know the member, and in front of strangers, is awkward for the member and less appreciated. You'll need to complete:

◆ **The Coast Guard Personal Award Recommendation (CG-1650)**

◆ **The Summary of Action.** When preparing the summary of action, you should:

- ✦ Prepare a list of statements to cover all of the notable actions the awardee has accomplished during the period of service covered by the award.
 - ✦ Arrange them into chronological order. Then, pick the two or three accomplishments that are the most noteworthy and stand out from the others. These will form the basis for the citation and take the majority of wording in it.
 - ✦ Write the summary of action by writing a "bullet" or short paragraph that covers the awardee's action for each statement listed. When writing these bullets, be concise and specific. Include the who, what, where, when, how, and how much to the greatest extent possible. It is important to be factual and include any substantial benefit or savings derived **from** the actions.
 - ✦ DO NOT include actions or situations that have previously been recognized by a previous formal award. The award being recommended should **"stand on its own"** without reliance on actions already duly recognized.
-

The Long Term Approach (Continued)

Preparation (Continued)

- ✦ Ask around about achievements and actions you may not be aware of. Often, other senior and junior members of the command may know of occasions when the awardee has made a positive difference or improvement in the operation of the unit or Coast Guard. There are a lot of UNSUNG heroes out there!
- ✦ Near the end of the Summary of Action write a bullet or two concerning the member's achievements outside of the organization. Community involvement (e.g., church, fraternal organizations, nonprofit service organizations) tells an even more diverse story about an individual's values, loyalty, devotion to duty, etc.
- ✦ Include copies of supporting documentation when available. These could be nearly anything that directly supports the documented actions in the summary. These may include copies of news clippings, ledgers, logs, photographs, letters, etc.

◆ Proposed Citation

- ✦ Refer to the Medals and Awards Manual for specific instructions on completing the Citation.

Exhibits

Exhibit ~~SOA-3~~ **SOA-3** is an example of how a Summary of Action prepared for the "LONG TERM" approach could be worded. Exhibit ~~CIT-3~~ **CIT-3** is an example of how a Citation prepared for the "LONG TERM" approach could be prepared.

EXHIBIT ~~SOA~~A3

SAMPLE SUMMARY OF ACTION

(LONG TERM APPROACH)

“Enclosure (1) to CG-11670 dated 15 JAN 96: Summary of Action recommending the award of the Coast Guard Achievement Medal to Seaman Troy B. Able, USCG.

– SN Troy B. Able, USCG reported aboard USCGC NORTHLAND (**WMEC** 904) on 2 January 1994 and was assigned duties as a mess cook. Shortly thereafter, he was assigned to the Deck Department and eventually assumed the role of Leading Seaman, a position he continues to hold. SN ABLE has received orders to report to Coast Guard Quartermaster “A” School on 20 March 1996.

– Immediately after reporting aboard, SN ABLE’s devotion to duty was displayed in his remarkable job as messcook. He made noticeable improvements in the cleanliness of the scullery and recommended a new method of food distribution that cut down on the amount of time crewmembers stood in line and kept the food warm longer. He assisted the cooks and made menu suggestions that included healthier options for **messdeck** patrons. All of his recommendations were implemented by the Executive Officer and are now in place.

– Displaying rare leadership and organizational skills for his paygrade, he studied the Training and Education Manual and other training related publications/directives. He then reviewed all Training Folders for Deck Department personnel to evaluate the NORTHLAND’s standing in light of established training standards. The list of discrepancies numbered in excess of 120. Working with the executive officer, the training officer and the First Lieutenant, training opportunities were identified and within 1 year, the list of discrepancies had dwindled to fewer than 20. Because of his efforts in this area, the **NORTHLAND** now ‘has an effective training requirements tracking system which incorporates an integral corrective plan of action.

– Two 270’ Class Cutter **SHIPALTS** were issued as a result of safety concerns submitted by SN ABLE:

- + One involved a stanchion relocation in aftersteering that projected only one foot **from** the deck. It held a mounting plate for temporarily installing equipment for towed array sonar. It was located in a main traffic portion of the compartment and was constantly being tripped over or causing toe injuries from stubbing. The stanchion has been removed to a less busy area in the same compartment.
- + The second SHIPALT resulted from a suggestion to relocate the velcro locker **from** the forward bulkhead in the Bosn’s Hole to the after bulkhead. This also was a safety hazard because the overhang impeded the passage into the paint locker and access to the peak tanks for sounding purposes.

- On two separate occasions in 1995, the NORTHLAND was allowed only 5 days in **homeport** between major deployments in support of Operation ABLE MANNER. On each of these occasions, SN ABLE was able to motivate his deck force to make the necessary repairs and upgrades in order to be prepared for the next underway period. Enjoying little personal time, he sacrificed his liberty for the well-being of the Cutter. All required checklists and preventative maintenance was completed on time – even under the exceptionally tight time constraints placed on the deck department.
- During the 1.5 years he was leading seaman on the Deck Department, there was NEVER a single discrepancy found at any of the 14 Personnel Inspections in which his crewmembers participated in. He absolutely required every member on the deck department to be immaculate in dress and cleanliness. He allowed no excuses for routine lapses of attention to detail or getting the job done on time. At the same time, he raised the esprit de corps in the deck department to new levels. His fine tuned crew melded into an exceptionally productive team. Not a single member of the deck department went to mast for violating the UCMJ while SN ABLE was attached.
- SN Able was also a fine representative of the Coast Guard in the local Community. His interest and participation in athletics led him to volunteer his services to the local YMCA. He became a water safety instructor and provided lifeguard services as time permitted. Along with his interest in the water, he kept his body strong by participating in the sport of bodybuilding. His work in improving his physique resulted in his winning the Mr. Tidewater competition in both 1994 and 1995. SN Able also placed a respectable 3rd place in the 1995 Annual Greater Hampton Roads Triathlon. He is currently in training to participate in the Marine Corps Triathlon to be held in September 1996.
- The accomplishments listed herein are only the most notable examples of his numerous, consistent, and effective contributions. They truly reveal his deep devotion to his fellow shipmates, NORTHLAND, the Coast Guard, and his community. I highly recommend awarding the Coast Guard Achievement Medal to SN Troy Brent Able, USCG.

EXHIBIT CIT-3Z

Suggested

CITATION TO ACCOMPANY THE AWARD OF
THE COAST GUARD ACHIEVEMENT MEDAL
TO
TROY B. ABLE
SEAMAN

UNITED STATES COAST GUARD

Seaman ABLE is cited for superior performance of duty while serving as Leading Seaman in the Deck Department, USCGC NORTHLAND (WMEC 904) from January 1994 to March 1996. During this period, Seaman ABLE's impact on the morale and safety of the NORTHLAND's crewmembers was immeasurable. Shortly after reporting, Seaman ABLE was responsible for the addition of menu items that provided greater and healthier choices. His keen sense of safety resulted in two class-wide engineering ship alterations. These changes removed safety hazards in the after-steering and ship's stores spaces aboard the cutter. During exceptionally short inport periods between major deployments, Seaman ABLE's leadership of the Deck Crew was directly responsible for completing all required checklists and preparations for upcoming missions. His commitment to excellence overflows to his involvement in his community. Voluntary work done with the local YMCA cast an appealing light on the Coast Guard. His championship participation in local bodybuilding and triathalons demonstrated his hard work and concentration and served as a role model for other members of the Service. Seaman ABLE's diligence, perseverance, and devotion to duty are most heartily commended and are in keeping with the highest traditions of the United States Coast Guard.

Supporting Documentation

Enclosures

In addition to the basic parts of the recommendation package, other enclosures which add value or support the recommendation may be attached. Examples of additional enclosures include:

- ◆ Statements **from** witnesses to the action. (Eyewitness accounts are required for approval of personal decorations for lifesaving cases.)
 - ◆ Letters **from** individuals substantiating points made in the recommendation package.
 - ◆ Sketches, maps, or other illustrative documents which will tend to clarify or illustrate the actions represented in the recommendation package.
 - ◆ Copies of documents which authenticate statements or prove qualifications and requirements.
-

Summaries of Action

The following suggestions are provided for preparing Summaries of Action:

- ◆ If the summary of action will fill more than the reverse of the CG-1650, place the entire summary on separate sheets.
 - ◆ Place the following heading on separate sheets:

Enclosure (1) to CG-1650 dated _____: Summary of Action recommending the award of _____ to _____
 - ◆ Use “bullet” format. The first bullet should include general information about the member’s unit and primary occupation at the unit, e.g.:
 - SN Troy ABLE, USCG reported aboard USCGC **NORTHLAND (WMEC 904)** on 13 October 1994 and was assigned duties as a mess cook. Shortly thereafter, he was assigned to the Deck Department and eventually assumed the role of Leading Seaman, a position he continues to hold. SN ABLE is scheduled to rotate **from NORTHLAND** in October 1996.”
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Supporting Documentation

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- | | |
|------------------------------------|--|
| Summaries of Action
(Continued) | <ul style="list-style-type: none">◆ Be concise. Summaries must be evaluated by the awarding authority with genuine time constraints. Make the evaluator's job easier by including only relevant information in an easy to read manner.◆ Do not sign the Summary of Action. It is part of the CG-A1650 which is signed by the person making the recommendation. |
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|-----------------------|---|
| Recommended Citations | <p>The following suggestions are provided for preparing recommended Citations:</p> <ul style="list-style-type: none">◆ Prepare the recommended citation using Document Designer, then send as an electronic mail attachment, or on floppy disk to the appropriate awards board.◆ Enter the required information first (i.e., heading, first sentence, and last sentence) then fill in the middle.◆ Have a number of people review and critique the citation to help "wordsmith" the document. Remember -- the wording is exceptionally important on a citation. |
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Civilian Awards

Performance Awards

Performance awards are designed to recognize performance consistent with an employee's performance appraisal of record. Performance awards always involve cash, and they are given just once a year. To qualify for a performance award, an employee must have an overall job performance rating at "Proficient" or higher -- SUBJECT TO CHANGES AS A RESULT OF NEW APPRAISAL SYSTEMS.

NOTE: Form CG-1650 is required for the following civilian awards: Commandant's Superior Achievement Award (Bronze Medal); Commandant's Distinguished Career Service Award; Time Off as an **Incentive** Award; Special Act or Service awards; On-the-Spot Cash awards; Commander's Awards for Civilian Service; **Commander's** Award for Sustained Excellence in Federal Service.

Incentive Awards

Incentive awards are flexible. They:

- ◆ Can be given for a single contribution for an accomplishment in just one aspect of the job;
- ◆ May be given for certain categories of employees, and some can also be awarded to contractors and members of the public who have made a significant contribution to the Coast Guard or the government; and
- ◆ May be given for contributions made in shorter or longer time periods than the 12 months covered by performance.

Incentive awards are given for contributions:

- ◆ Within, or outside of normal job responsibilities; and
- ◆ Resulting in tangible benefits, savings, or cost avoidance and/or intangible benefits.

An incentive award and a performance award can be given to the same employee. The two are not mutually exclusive.

Incentive awards offer supervisors a rich array of possibilities from which to choose. They vary in the following ways:

- ◆ **Type of Contribution Recognized:** Incentive awards may recognize singular accomplishments, such as a heroic act, idea, or suggestion. Others reward a longtime pattern of outstanding achievement or contribution. Still others recognize achievements in a particular area -- science and engineering, for example or financial management.
-

Civilian Awards (Continued)

Incentive Awards (Continued)

- ◆ **Eligibility** Eligible range from a specific category of Coast Guard civilian employees (e.g., disabled persons) to anyone who has made a contribution to the Coast Guard or to the government. Military members are eligible for some of the awards; others are limited to civilians.
- ◆ **Form of the Award:** Some categories of awards (e.g., Special Acts) are primarily cash awards.

Other awards consist of non-monetary forms of recognition, ranging from certificates and plaques. Some awards can take either monetary or non-monetary form, or both.

Still other forms of awards grant time off from work without loss of pay or charge to leave in recognition of superior accomplishment (e.g., Time Off Award).

Authority

Decision-making authority on incentive awards ranges all the way from the immediate supervisor to the Commandant. Approval of Coast Guard employees for Department-wide awards must be by the Secretary of Transportation. In addition, final decisions on some government-wide awards are made by the private, non-government organizations that sponsor them.

Cash Awards

For cash awards (following review by the local awards board), who makes the final decision depends on the amount of the award as follows:

- Area and district commanders, commanders of maintenance and logistics commands, and the chief of staff, office chief, and special staff divisions in Headquarters may approve a cash award up to **\$5,000**.
 - ◆ Nominations for cash awards in excess of \$5,000 must be forwarded to Commandant (**G-PCV**) for review by an incentive Headquarters awards review board.
 - ◆ Nominations for cash awards in excess of \$10,000 must be forwarded to Commandant (**G-PCV**) for review by an incentive awards board and forwarded via the Department to the Office of Personnel Management (OPM) for final approval.
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Civilian Awards (Continued)

Cash Awards (Continued)	◆ First-level supervisors may approve On-The-Spot awards up to \$200.
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◆	When delegated, first-level supervisors may approve Time Off Awards for a maximum of one day.
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Choosing an
Award

It is up to the supervisor to decide what award or combination of awards matches the contribution. In **some cases, more than one** award may be appropriate; **however, a single award** generally will fit the contribution. The Incentive Awards Coordinator (generally located in your servicing Civilian **Personnel Office**) will assist you in determining the amount of a **cash award**. **As the supervisor you must:**

◆	Decide which award is appropriate, and
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◆	Write up your recommendation in such a way that makes it clear why the individual or group deserves the award, and how the contribution benefited the Coast Guard. This should be specific enough to allow a reviewer to assess the dollar value, if possible.
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Categories of Incentive Awards

Introduction

There are four basic categories of incentive awards. Each is described below.

Special Act or
Service Awards

A Special Act or Service Award is individual or group recognition of a nonrecurring contribution -- either within or outside normal job responsibilities. Examples include exemplary accomplishment; act of heroism; value engineering proposal; disclosure of **fraud**, waste, or abuse; inventions; and reduction in paperwork.

A Special Act or Service Award is normally a cash award, with the amount based on the **contribution's** benefit (tangible or intangible) to the Coast Guard. However, non-monetary awards may also be given for Special Acts.

Categories of Incentive Awards (Continued)

On-the-Spot Awards

On-The-Spot Awards are small cash awards (up to \$200 for a single award not to ~~exceed~~ \$400 in a ~~120~~**month** period) which first-level supervisors may reward quickly for extra efforts or one-time achievements.

Honorary Awards

Honorary Awards include a broad range of awards for significant contributions or length of career government service. They include awards that are Coast Guard-wide and Department-wide (i.e., the Secretary's Award for Meritorious Service, Commandant's Superior Achievement Award, Commander's Award for Civilian Service, etc.).

There are also a large number of Honorary Awards sponsored by other Federal agencies and **professional** organizations (e.g., Federal Energy Efficiency Awards, Federal Engineer of the Year Award, etc.).

Time Off Awards

A form of recognition called the Time Off Award may be granted to civilian employees without loss of pay or charge to leave in recognition of:

- ◆ Superior accomplishments, or
- ◆ Other personal efforts that contribute to the quality, efficiency, or economy of Coast Guard operations.

When redelegated, first-level supervisors may approve a maximum of 1 day off. Supervisors above the first level may approve time off awards in excess of 1 day.

A full-time employee may be granted up to a maximum of 40 hours of time off for any **single** contribution, and not more than 80 hours time off during any one leave year.

Time Off awards must be justified in writing. For those up to 18 hours time off, a brief but explicit written justification should be prepared which describes the employee's contributions. Awards exceeding 18 hours should be justified in more detail.

Note

Other non-monetary awards may also be used to recognize specific employee accomplishments, such as being selected as "Employee of the Month," recruiting people for hard to fill positions, and other local command initiatives.

U.S. Department
of Transportation

**United States
Coast Guard**

2100 Second St., S.W.
Washington, D.C. 20593

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